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TERMS OF REFERENCE

Title of Post:	National Consultant: Root Cause Analysis Study
Duty Station/ Location:	Home based & Ministry of Agriculture, Policy Office Monrovia Liberia
Time Period:	July- August 2018
Project ID and title:	00104630 "Reducing Deforestation from Commodity Production (GGP-IAP)
Reporting:	Project Manager/ National Platform Manager
Languages Required:	English

Background

The UNDP-GEF project, Support to Reduced Deforestation Commodity Production, is a child project under the UNDP-GEF 6 Integrated Approach Pilot (IAP) program, Taking Deforestation out of Commodity Supply Chains. The IAP program is advancing an integrated supply chain approach to tackling the underlying root causes of deforestation from agriculture commodities, specifically palm oil that accounts for and contributes to deforestation in Liberia. This approach consists of linked projects covering production demand, transactions and knowledge management and learning.

As part of an integrated, supply chain approach the Production project will create linkages and synergies to overcome barriers that pose systemic challenges to reduced deforestation commodity production across regions and commodity markets. The selected approach seeks to catalyze the development or transformation of national and sub-national systems based on some key levers: 1) dialogue, action planning, policies and enforcement, 2) farmer support systems, and 3) land use mapping and planning.

In Liberia, the project focuses on palm oil production in Western Liberia (Grand Cape Mount, Bomi, Gbarpolu and Bong).

UNDP has experience building national capacity for biodiversity conservation through changing production of commodities (coffee, cocoa, beef, cotton, seafood, minerals etc) and several sustainable commodity initiatives underway which support sustainable production and linkages to markets. UNDP provides advocacy, policy advisory and operational services to support the organization's work in these areas across 166 countries. UNDP launched the Green Commodities Programme (GCP) in 2009 to fulfil this need and improve the social, environmental and economic sustainability of commodities production and trade by developing global multi-stakeholder strategies on a sector by- sector basis. The objective is to contribute to shifting global markets to drive the production and sale of green commodities instead of current unsustainable practices.

GCP has established a methodology to run National Commodity Platforms that are led by governments, driven by participants and enabled by UNDP. These platforms bring together government officials, farmers, civil

society groups and companies in a safe space to tackle the root cause limiting the sustainability of a particular sector. The GCP's methodology for National Commodity Platforms uses Root Cause Analysis (RCA) as a tool to ensure a focus on problems' fundamental drivers, rather than their superficial symptoms.

RCA is used to:

- Help UNDP scope the project by providing a better understanding of the complexities of the problem.
- Guide the Platform design.
- Guide technical working groups, who need to confirm the RCA with its causal chains.
- Guide action planning within technical working groups, at plenaries and in platform steering committees who should propose solutions that match the identified and agreed root causes of the problems.

Critical to enhancing the project's relevance, focus and impact of the he UNDP in Liberia, together with other international organizations – specifically Conservation International– is taking an important role in leading the implementation of the GGP Production project and coordinating related efforts and is therefore seeking the services of a qualified National Consultant to conduct the Root Cause Analysis Study for Oil palm in Liberia.

Under the guidance and direct supervision of the GGP Project Manager, the Consultant for the Root Cause Analysis study supports the implementation of the GGP by helping ensure that the focus remains on the problems' fundamental drivers, rather than their superficial symptoms. The Consultant will work in close collaboration with the Oil Palm stakeholders including inter alia: the Platform Manager, the Ministry of Agriculture, the UNDP Energy and Environment Unit and Conservation International.

Objectives of the Assignment:

The overall purpose of the assignment is to undertake a Root Cause Analysis of the Oil palm sector in Liberia that would feed into the National Oil Palm Strategy and Action Plan.

Based on root cause analysis is expected to contribute towards the following results to achieve the ultimate goal of cultivating sustainability in the oil palm supply chain:

1. Policies for land use are in place to make suitable land available for production
2. Producers have enhanced capacity to adopt good agricultural practices
3. Investment and economic incentives are in place for sustainable production
4. Market awareness and demand for reduced deforestation have increased

Scope of Work/ Responsibilities:

Under the overall guidance of the Project and the Platform Manager, the Consultant will be required to provide an in-depth Root Cause Analysis of the oil palm sector that will help guide and orient the work of the National Commodity Platform on Oil Palm.

The methodology to be used should refer to the GCP's guidance document "[Root Cause Analysis for National Commodity Platform](#)".

In collaboration with local stakeholders (government institutions including but not limited to the Ministry of Agriculture, the Forest Development Authority, the Environmental Protection Agency, the Liberia Land Authority, research institutions- including but not limited to the University of Liberia, Central Agricultural Research Institute, expert NGOs including but not limited to Conservation International, IDH, Solidaridad, Flora and Fauna International, GROW and Civil Society Organizations including but not limited to others) and UNDP, the consultant will carefully define and delimit the problem that needs to be resolved. The consultant will collect data and investigate all aspects of the problem area, including agricultural, environmental, social, economic and institutional factors and clarify how they interact. The consultant will elaborate the Root Causes Analysis Causal Chart linking together the problem's observable symptoms, its immediate causes and its underlying root causes. Evidence will be provided, based on desk research and stakeholder interviews, and baseline data points with academic source references will be provided where available. Based on findings and consultation, the consultant will provide initial recommendations for the design of the National Commodity Platform.

Duties and Responsibilities

The Consultant will have a set of responsibilities as follows:

- Review of existing literature¹
- In-depth analysis of the governance of the sector, identification of the barriers that limit the production of oil palm that is environmentally sustainable and economically profitable. This analysis should take into consideration gender dimensions of production and governance of the sector and differentiate roles, needs and constraints.
- Identify the causes of any gaps, weaknesses, or strengths of existing plans and policies for the oil palm explaining any difficulties for endorsement and implementation.
- Review of an existing dialogue space / platforms on oil palm and other issues related to natural resources
- Mapping of the main stakeholders and their positions regarding the sustainability of the oil palm sector.
- Interviews with private companies, state entities at national and regional level, cooperation agencies, civil society organizations, producer associations, women's groups and other stakeholders directly or indirectly involved or interested in the production of oil palm.
- Provide an assessment on the degree of stakeholder interest and the feasibility of a National Commodity Platform in Liberia on oil palm.

¹ See Annex 1

- Provide draft recommendations on the design of the platform.
- Field visits to the areas of production (and processing if available) of oil palm
- Periodical presentations of progress to the UNDP Project lead and the Lead Ministry.
- Presentation of all supporting documentation and data collected as reference material.
- Interact with the regional and global team of the GCP, as necessary, to receive guidance and exchange information
- Provide monitoring reports of the progress of the consultancy as required by UNDP or the national counterparts.

Deliverables and Key end results:

The following products are to be delivered by the Consultant:

1. Initial analysis of the current situation of the oil palm value chain: evolution, stage and trends, processing, internal and external market of the sector, mapping of the stakeholders directly or indirectly related to the production of oil palm per region (including producers, buyers, communities, local and regional authorities, other State entities and organizations from civil society) review of existing plans/policies and dialogue/coordination spaces that include or could include issues of oil palm
2. A complete Root Cause Analysis presenting and explaining all the barriers to sustainability of the oil palm sector. Include a Causal Chart diagram mapping the relationship between problems and their immediate and root causes. Separately present in an Annex any data gathered [with professionally referenced sources] that may provide a baseline indicator of the present situation compared to a future situation once actionable solution have been completed.
3. Diagnosis of the challenges and opportunities (in political, technical, social and economical terms) for the establishment of a multi-stakeholder national level platform for sustainable oil palm production including recommendations on how to design the platform, which technical committees to form, around which themes, and who would be valuable participants. Based on this, include a proposal of strategies for the financial sustainability of the platform and a work plan for its initial phase, based on the methodology and platform framework developed by the Green Commodities Programme.

	Deliverables	Duration (approximate)	Review and Approvals Required
1	Initial analysis of the current situation of the Oil palm value chain	20 days	YES, UNDP
2	Root Cause Analysis including recommendations, causal chart and annexes	10 days	YES, UNDP
3	Recommendations on the National Commodity Platform	3 days	YES, UNDP

Institutional Arrangement

- Direct supervisor: GGP Project Manager UNDP
- The contractor will report to the supervisor based on the table below indicating the expected outputs and their timelines.
- The Contractor is expected to liaise/interact/collaborate/meet with in the course of performing the work with UNDP Liberia CO's, Quality Assurance team, Platform team, Ministry of Agriculture, Companies, Government agencies, Private Sector companies, other consultants, other agencies, donors, communities, local government units, etc. as relevant to Liberia's context
- If the consultant is required to travel, the project will provide administrative support and airplane tickets and per diem to locations where this initiative is implemented. Reimbursements will be made as per UNDPs guidelines and based on the presentation of an F10- Travel form.

Organization of work and indicative schedule/ Duration of the Work:

This assignment will be for a period of thirty-three (33) days. At the beginning of service, the Consultant will prepare a detailed workplan and timetable for delivery of the above activities

- Up to 33 days starting 1 August 2018 with a completion after thirty-three (33) days.
- Estimated lead time for UNDP or Project Implementing Partners to review outputs, give comments, certify approval/acceptance of outputs: 14 days after submission of outputs.

Duty Station

- Contractor's duty station/location for the contract duration: homebased
- If there are unforeseen travels the project will cover the expenses. Travels are subject to the most economical class.

Education profile:

The candidate should meet the following minimum requirements:

- Professional with higher education in social science, law, economics, environmental studies, natural science or related fields.

Professional experience:

- Minimum 10 years of professional experience in related fields such as natural resources, sustainable agriculture, public policies or public administration or rural development.
- Experience working with different stakeholders and conducting open interviews
- Proven records of similar studies and analysis conducted
- Experience in analysis and/or formulation of public policies related to agriculture, rural development and/or the environment, are desirable

Key competencies

- Demonstrated ability to build rapport with people working in government, civil society and the private sector
- Strong written and verbal skills in English
- Has proven excellent report writing and presentation skills
- Is gender and culture sensitive

Scope of Bid Price and Schedule of Payments

The contractor will be paid accordingly to the submission of the deliverables as per the table detailing the expected outcomes and based on the total number of days worked and reported at the agreed upon rate and as per the target due date.

- IC payments are directly linked to deliverables.
- Submit price proposal in an all-inclusive daily fee, supported by a breakdown of costs
- Contract price is fixed regardless of changes in the cost components
- The contract signed as IC does not involve any fees in advance at the beginning of the consultancy.
- If travels are required, costs will be covered by the project.

Schedule of Payments is as follows:

Deliverables	Average Effort	% of total payment. All payments will be effective 5 days after delivery of product and the approval of direct supervisor. All payments will be effective after review and acceptance of supervisor (Estimated lead time for UNDP to review outputs, give comments, certify approval/acceptance of outputs: 14 days after submission of output.)
Initial analysis of the current situation of the oil palm value chain	20 days	50%
Root Cause Analysis including recommendations, causal chart and annexes	30 days	37.5%
Recommendations on the National Commodity Platform	3 days	12.5%
	Total 33 Days	100%

Criteria for Selection of the Best Offer

The evaluation criteria are as follow:

Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%. The evaluation process is divided into two phases: I Phase: Technical revision of CVs (100 points), II Phase: Review of economic proposals. The candidate with the higher score combining the technical score and the price offer will be the selected candidate for the position.

The technical revision of CVs will consider the following criteria:

	QUALIFICATION REQUIREMENTS AS PER TORs	Points
A	Professional with higher education in social science, law, economics, environmental studies, natural science or related fields.	10
B	Minimum 10 years of professional experience in related fields such as natural resources, sustainable agriculture, public policies or public administration or rural development.	15
C	Has proven records of similar studies and analysis conducted	15
D	Experience working with different stakeholders and conducting open interviews	10
E	Experience in analysis and/or formulation of public policies related to agriculture, rural development and/or the environment, are desirable	5
F	Demonstrated ability to build rapport with people working in government, civil society and the private sector	10
H	Strong written and verbal skills in English	10
I	Has proven excellent report writing and presentation skills	15
J	Is gender and culture sensitive	10
	Total	100%

Presentation of Offer

Qualified candidates who are interested in the above position are invited to submit their application, in English, attaching the documents listed below no later than (17 July, 2018 by 5:00 PM local time) to bids.lr@undp.org

- a) Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP;
- b) Personal CV and UN Personal History Form P11, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3)

professional references.

- c) Brief description of why you consider yourself as the most suitable for the assignment, and a methodology, if applicable, on how you will approach and complete the assignment
- d) Financial Proposal that indicates the all-inclusive daily fee, supported by a breakdown of costs, as per template provided.

If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

Please note that applications received after the deadline will not be considered.

Only short-listed qualified candidates will receive an acknowledgement.

Annexes to the TOR

Existing literature or documents that will help provide Offerors with a better comprehension of the project situation and the work required would be immediately provided as annex/es to the TOR.

Applicants are required to submit completed and signed UNDP Personal History Form (insert link)

Annex 1: List of key documents

The different documents collected during the mission are available in the following UNDP GCP Share Drive:

https://undp.sharepoint.com/sites/gcp/_layouts/15/guestaccess.aspx?guestaccesstoken=xISlvyD%2fy3TKgUgUw9oe3xMbumBSIGVDKSQDPcdnXuY%3d&folderid=2_16a7520822a124e21b95043cbe3abec45&rev=1

Fauna and Flora International. *IDH Sustainable Land and Water Program. Scoping Potential Landscapes in Liberia. September 2014*

Friends of the Earth Europe. *Fact Sheet: Sime Darby and Land Grabs in Liberia. February 2013*

High Carbon Stock Science Study. *Consulting Study 17. Palm Oil in Liberia: Missed Opportunities and Second Chances. December 2015*

LTS International. *Consulting Services Contract for the Development of a National REDD+ Strategy for Liberia. Final Report submitted to Forest Development Authority. August 2016.*

Oil Palm Technical Working Group. *Terms of Reference – March 2016, Minutes of Meeting – Jan, Feb, Mar, Apr, May 2016 - Minutes on National Strategy development discussion (undated) & Membership list (undated)*

Republic of Liberia, Ministry of Commerce and Industry. *National Oil Palm Export Strategy 2014-2018. 2014.*

Republic of Liberia, Ministry of Agriculture. *A guide to the Liberia Agriculture Transformation Agenda (LATA). Transforming Liberia through Agriculture, Agro-processing and Manufacturing. Strategy June 2017-June 2021. Draft May 2017.*

Tropical Forest Alliance 2020. *Africa Palm Oil Initiative. Liberia National Implementation Framework. Draft Action Plan for Implementation of Responsible Palm Oil Production in Liberia Version 3. February 2017*

USAID. *Forest Carbon, Markets and Communities Program. Incentivizing No-Deforestation Palm Oil Production in Liberia and the Democratic Republic of Congo. 2015*

World Rainforest Movement/Sustainable Development Institute. *Uncertain Futures: The Impact of Sime Darby on Communities in Liberia. September 2012.*

Other useful resources

Government

<http://www.moa.gov.lr/>

<http://www.fda.gov.lr/>

Development Partners

<http://www.lr.undp.org/>

<https://www.tfa2020.org/en/activities/african-palm-oil-initiative/>

<https://www.forestcarbonpartnership.org/liberia>

<https://www.regjeringen.no/en/topics/climate-and-environment/climate/climate-and-forest-initiative/kos-innsikt/liberia/id2345606/>

<https://www.idhsustainabletrade.com/landscapes/west-liberia/>

<https://www.idhsustainabletrade.com/landscapes/south-east-liberia/>

Civil Society

<https://www.solidaridadnetwork.org/regions/west-africa>

<http://www.fauna-flora.org/explore/liberia/>

<https://news.mongabay.com/2017/05/in-liberia-a-battered-palm-oil-industry-adjusts-to-new-rules/>

<http://blog.conservation.org/2016/10/in-palm-oil-liberia-sees-economic-boom-but-forests-may-lose/>

<http://www.forestpeoples.org/location/africa/liberia>

Private Sector

<http://www.simedarcyplantation.com/our-businesses/upstream/liberia/liberia>

<http://goldenveroleumliberia.com/>

<http://www.epoil.co.uk/>